

MEMORANDUM FOR: Deputy Director for Plans
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SUBJECT : BDP Records Management Program

1. The Records Administration Staff has recently completed a series of reviews of the Agency's Records Management Program. I think you will be interested in the attached Report on the Status of the program in your directorate.

2. The report indicates some significant accomplishments, particularly in the elimination of "bootleg" forms by the Central Cover Staff; the improvement of the Information Report forms, and the use of space saving filing equipment by RID, TSD and Central Cover Staff. In addition, the Report includes several suggestions for program improvement which you want to consider.

3. The Chief, Records Administration *Banner* Staff will be glad to discuss this Report with members of your Staff and is available to assist you in any way he can.

R. L. Bannerman
Deputy Director
for Support

Att

Distribution:

- Orig & 1 - Adse w/O of att
- ✓ 1 - DD/S Subject w/cc of att
- 1 - DD/S Chrono
- 1 - RAS w/cc att

No Survey -
Report prepared
at request of DDP

When did we do this survey? Let whose request? In cooperation with whom? Are we talking only about RLD or all
1. ✓ Claude's services - see DDP. Div + staff.

#1. ✓ How do we arrive at the savings figures for each functional area.

61.08 saved for every cubic foot of records removed from office space
1.88 saved for every cubic foot " " " " Records center space.

II 2. ✓ eliminating duplicate files or scheduling destruction as rapidly as the Walnut system is tested and proven. - OK

II 4. page 2 - How do we get these costs - particularly the cost to create?

Cost to create 1 cu ft 2090.75. Includes - Equipment; Space; File Folders; Maintenance of files; Time to dictate; Time to type; printing; duplicating

II 5 (2) ✓ I on it this pretty heavy handed.
Not intended to be.

II 5 (3) Why wasn't this review included
This is CS's a part of the study we're reporting?
Response

II 6 We haven't really installed shelf filing throughout the agency - have we? Shouldn't this be qualified by "where it has been installed." revised
Perhaps the P should be invited

~~Changed~~ opening sentences imply DDP is a
 horrible offender - but - last 1/2
 of para shows they have made
 good use of it in some places.

II 7 (2) GSA 2.96 ^{for individual property letter}
 Admin Management Society 2.87 - ^{National Records Mgmt Council 83}
 How do we compute these costs?

7 (3) Reports
 Eliminated
 Entirely { What are these administrative
 reports? This will add fuel to
 the fire DDP has been bellowing
 about for years - administrative
 burden - always with the
 implication that any administrative
 report is a DDP imposed monster -
 Shouldn't we suggest how DDP
 can help?

II 8 (1) What's the significance of 18% - is
 that good or bad? Neither one - factual
 (2) So this based on official or both
 forms - or both? Official only
 (3) Last sentence garbled. which
 How do we compute these ^{should}
 earnings?
 Difference between Actual Cost under old method and actual
 Cost under new method.

9. Should we be a little less positive? -
No - Not without losing significance.
10. Ditto - Some of this seems calculated -
indirectly at least - to rouse anger. Not
intended that way but if it does, let's down it entirely
11. ~~11.~~
12. Which ones don't? Should we say
anything in particular about that?
No.

ADMINISTRATIVE - INTERNAL USE ONLY**Status of
DDP Records Management Program****I. GENERAL PROGRAM STATUS**

1. The Agency Records Administration Program is basically a management improvement technique to assist operating offices in obtaining maximum efficiency in office operations. The techniques used by both Government and Industry to reduce paperwork costs include Forms Management; Correspondence Management; Reports Management; Vital Records; Filing Systems and Equipment; Records Disposition; Inventories and Records Control Schedules; and the Operation of an Archives and Records Center.

2. The attached Chart, Exhibit 1, shows cumulative savings of \$15,700,765 as a result of our Agency Records Management Program. The success of our program has been recognized by officials in the National Archives and Records Service of GSA who have government-wide responsibility for records management activities under the Federal Records Act, Public Law 754.

Despite the significant success of the Agency Records Management Program, there is need today to improve our operations in order to meet increased responsibilities and program requirements without significantly expanding personnel or space needs. President Johnson has included Paperwork Management in his "War on Waste" program and has established a continuing Moratorium on the purchase of new filing equipment. To help us maintain more effective and economical operations we should make greater use of records management techniques. Some significant facts about the DDP Records Management Program and suggestions for your consideration are included in this report.

II. SIGNIFICANT FACTS

1. At the end of FY 1965 the ^{CS} ^{CS} ILLEGIB area reported a 6% increase in records holdings in ~~Headquarters offices~~ over FY 1964. The total 35,088 cubic feet constituted 17% of the total Agency holdings for that period. (See Exhibit 2)

During the same period the ^{CS} ^{CS} ILLEGIB offices destroyed 10,000 cubic feet of records (Exhibit 3) and transferred 2081 cubic feet to the Agency Archives and Records Center.

2. ^{CS} ^{CS} ILLEGIB DDP Records in Archives and Records Center

On 30 June 1966 there were 19,809 cubic feet of ^{CS} ^{CS} ILLEGIB DDP records in the Archives and Records Center. More than half of these records appear to duplicate and consist of Hard Copy, Paper Tape, Punch Cards, Reel Film, and Aperture Cards. I believe a joint analysis and evaluation should be made of these records by the Records Administration Staff and DDP with a view to eliminating any duplicate files. If this apparent

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duplication can be eliminated entirely, about 12,000 cubic feet of file space in the Records Center would be available for further use.

3. Volume of Records Per Employee

The average number of cubic feet of records per ~~DDP~~^{CS} employee is 11.1 as contrasted with 18 cubic feet Agency-wide and 2.6 cubic feet Government-wide.

4. Cost to Create Records

The estimated cost of creating ~~DDP~~ records is \$113 million. In addition, it costs about \$2 million each year to keep and service the ~~DDP~~^{CS} records in office space and the Records Center.

5. Status of Records Control Schedules

The Records Control Schedule is the principal medium for managing paper. It describes the content of each file, the arrangement of records in the file, the volume of paper, and the provisions for retaining or disposing of the records.

The majority of ~~DDP~~^{CS} records are technically included in records control schedules but most ~~DDP~~ schedules are too generic. Proper identification and evaluation of records is not satisfied by this type schedule, nor by an ~~ADP~~ system based primarily on the concept of "~~CS~~ record value". Records should also be evaluated in relation to their usefulness in documenting program management and achievements, and in relation to legal and historical values. Although the general type schedules are being used effectively in some offices, more comprehensive records control schedules designed to fit the needs of specific organizations would produce greater results in identifying records of permanent value as well as expediting the retirement and disposal of others.

Records Control Schedules should be updated periodically to reflect organizational changes, realignment of functions, changes in file content or records character, and to refine retention periods. This is necessary particularly for ~~these~~ schedules in the ~~DDP~~ area which were developed in 1959, 1960, and 1961, and have not been revised. These should be reviewed for possible reduction in retention periods, to eliminate obsolete file series, and to include current records.

6. Use of Space Saving Specialty Filing Equipment

There are several kinds of specialty filing equipment which can be used by offices to save office space and to increase file reference efficiency. Usually, we can expect a saving of about 40% in office space when safes and file cabinets are converted to shelf type files. These, of course, require either a vault or secure area. Use of shelf filing throughout the Agency

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has avoided purchases of expensive safes and filing cabinets. Specialty filing equipment is being used in some DDP offices to good advantage. TSD, for instance, saved considerable space when they installed roll-out shelving to replace various kinds and sizes of shelving, card cabinets, safes, and four and five-drawer cabinets. The Central Cover Staff also improved its office space by replacing 28 safes and cabinets with roll-out shelving. RID, which has been using shelf file equipment to good advantage for some time, is now considering the use of "Fullspace" specialty filing equipment to solve a serious file space problem. This particular equipment may help to solve other space problems, ~~in DDP~~.

7. Administrative Reports and Correspondence Create Records

These two activities create large volumes of records. There are techniques, however, for the control of paper volume and the simplification of operating procedures pertinent to both reports and correspondence.

The cost of preparing correspondence, for instance, can be reduced substantially by the use of Form Letters. The average cost of an individually prepared letter is about three dollars as compared to thirty cents for a Form Letter. Another correspondence technique which is gaining in agency popularity is the use of the Speed Letter for informal correspondence. This procedure provides for the use of three pages of preassembled NCR paper; the originating office puts its message at the top portion and the receiving office puts its response on the bottom of the page. With the request and reply on the same piece of paper, filing time and filing space are saved. A number of agency offices are using the Speed Letter technique to good advantage and I believe that extensive use by DDP would be beneficial.

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In FY 1965 approximately 12 million pieces of paper were created in the Agency from administrative reports. I am anxious to see a more active administrative reports management program in the Agency and I believe that DDP can assist the Records Administration Staff to promote such a program.

8. Forms Management

There are 465 official forms originated by the DDP offices representing 18% of those under control in the agency.

A continuing program to control creation of paper at the source pays dividends by controlling the number of copies, eliminating unofficial forms and providing properly designed and efficient-to-use forms for operating offices. Industry and Government estimate that the cost of processing forms is 20 times the printing costs. On this basis, Agency operating procedures from forms cost about \$6 million a year; consequently, this is an area of paperwork where potential savings are great.

Considerable progress has been made by some DDP organizations; Central Cover Staff for instance, has done a fine job of eliminating "bootleg"

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9. Standard Filing Systems

In 1962 the Records Administration Staff prepared a guide to assist in establishing uniform filing and disposition standards for records of the CS Support Staffs. A uniform filing system should now be established for all CS operational records. This system should be designed to prevent interfiling of records of permanent and temporary value so that orderly disposition could be made without extensive and costly screening. Such a system could be developed concurrently in updating records control schedules.

10. Professional Records Management Personnel Solve Paperwork Problems

Government and Industry depend on professional records managers to assist in solving paperwork problems. Professional personnel usually can spot problem areas and make improvements themselves or get advice and assistance when necessary. Records management surveys conducted by the Records Administration Staff have resulted in significant savings and improved office procedures and efficiency. Some DDP components have recognized the need for professional guidance and have availed themselves of the services of this Staff.

The DDP Records Management Program is a part of the Systems Group which is concerned primarily with the mechanized control of paper. The ADP systems should be recognized as additional media for creating and controlling records rather than a total records management program. [redacted] dated 26 May 1966 requires divisions and staffs to designate full time Records Management Officers. The qualifications for these Records Management Officers outlined [redacted] are limited and they do not conform to those usually required by both Government and Industry.

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The functions of an RMO outlined [redacted] for instance, do not include the full spectrum of the elements in a records management program such as, filing systems and filing equipment. Also, observation of the actual operations of the DDP records management program indicates that responsibility is diffused by the addition of many collateral duties and the delegation of some of the functions to persons who do not have time to perform them.

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11. Results from Cleanup Campaign

Last year's Agency Cleanup Campaign, which implemented the President's Moratorium on the Purchase of Filing Equipment, was successful. Agency-wide

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more than 9,400 cubic feet of records were eliminated from offices and 238 pieces of filing equipment were returned to stock. Since this Moratorium is going to be continued indefinitely, it will be necessary for us to take whatever means are necessary to avoid the purchase of filing equipment. Another Cleanup Campaign may be helpful. The attached, Exhibit 4, shows some helpful clean-up tips. Additional copies of this may be obtained from the Records Administration Staff.

12. Vital Records

The Agency is recognized as having an excellent Vital Records Program. We transfer only 3.3% of the total Agency holdings to the Vital Records Repository as contrasted to 5% for the rest of Government and 2% for Industry. Our program operates primarily through the medium of Vital Records Deposit Schedules. Schedules have been prepared for all DDP offices and the majority of the offices maintain a very active vital records program.

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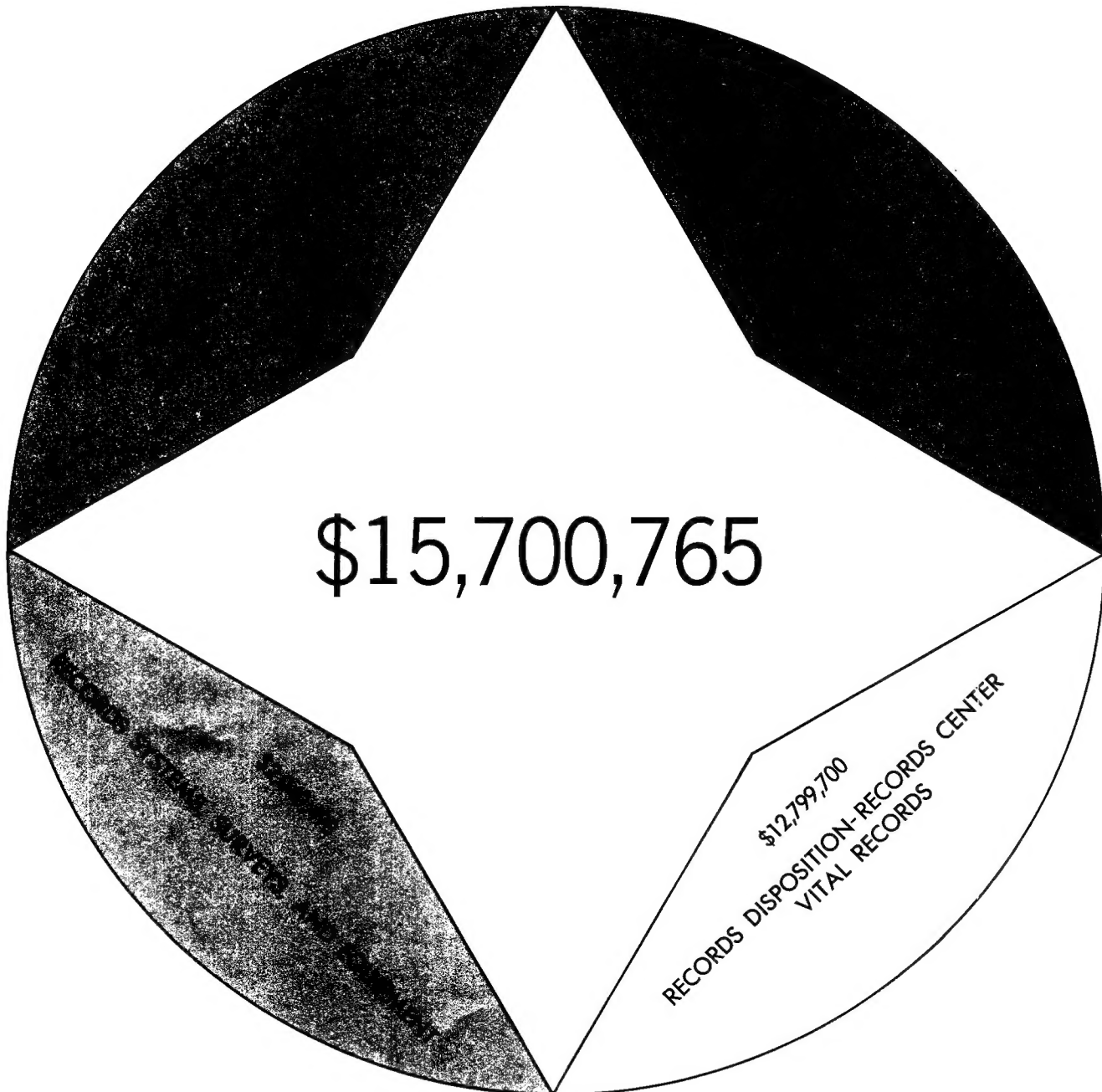
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CUMULATIVE TANGIBLE SAVINGS REALIZED
FROM THE AGENCY RECORDS ADMINISTRATION PROGRAM
FISCAL YEARS 1955-1965

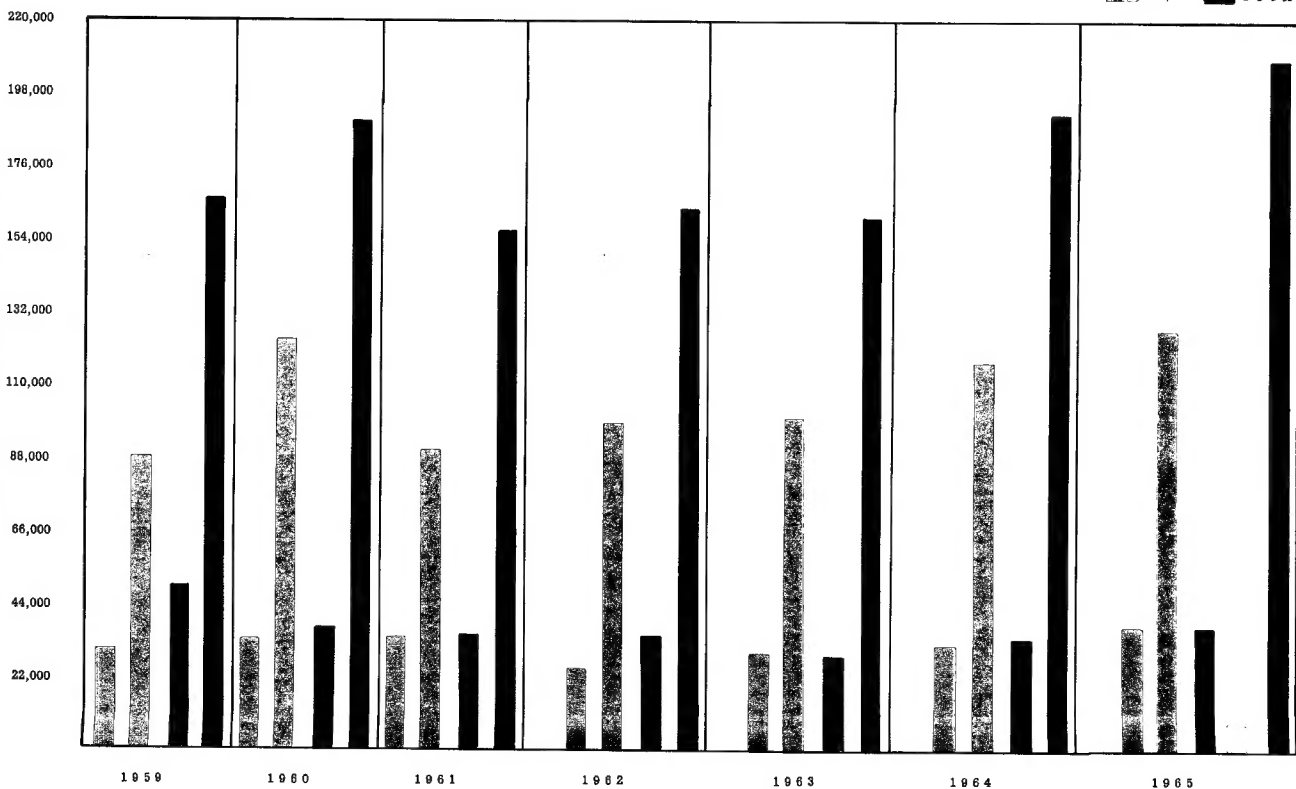


★ MANPOWER UNAVAILABLE FOR A CONTINUING PROGRAM

EXHIBIT 2

RECORDS IN HEADQUARTERS OFFICES AT END OF FISCAL YEAR 1959-1965
(Cubic Feet)

DCI DD/P
DD/S DD/S & T
DD/I TOTAL

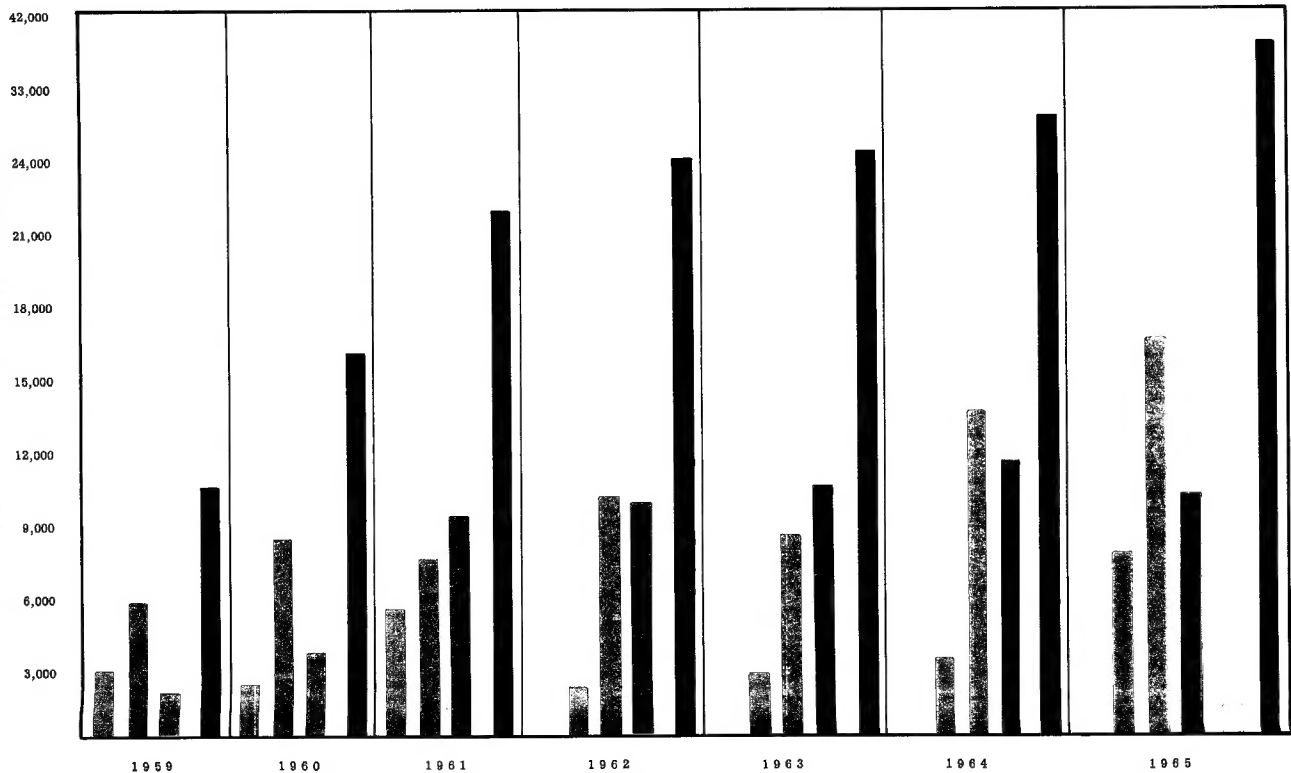


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RECORDS DESTROYED BY HEADQUARTERS OFFICES FISCAL YEARS 1959-1965
(Cubic Feet)

DCI DD/P
DD/S DD/S & T
DD/I TOTAL



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FILE CLEANUP TIPS

Here are some items that require attention or can be destroyed to release needed and costly file space. Naturally, action on such items will be governed by your office needs and Records Control Schedule.

1. Remove unclassified material from safes.
2. Obsolete government-agency telephone directories.
3. City telephone books and yellow pages prior to current year.
4. Agency and employee circulars and newsletters of transitory value.
5. Circulars, announcements, and advertisements of events long past.
6. Lists and tables subsequently superseded.
7. Obsolete and rescinded administrative and regulatory issuances.
8. Obsolete stock catalogues.
9. Unused publications from other agencies.
10. U.S. Government Organization Manuals prior to present issue.
11. GSA stores stock catalogue prior to current issue.
12. U.S. General Accounting Office salary tables.
13. Congressional Records (except tear sheets) prior to current session.
14. Congressional Records Summaries.
15. Congressional Directories prior to latest issue.
16. Federal Registers (except tear sheets).
17. Unneeded copies of legislative hearings.
18. Information copies of cables, telegrams, dispatches, and memorandums not part of official files.
19. Rough drafts and working notes for reports and staff papers since completed and approved.
20. Chronological or reading files more than 2 years old.
21. Newspapers, magazines, and clippings no longer used or needed.
22. Press notices and releases.
23. Extra or stock copies or documents and publications no longer needed for distribution.
24. Stenographic notebooks from which notes have been transcribed.
25. Used hectographs, stencils, and multilith mats over one year old.
26. Publicity and literature used for past charity drives and so forth.
27. Obsolete railroad, plane, and ship timetables.
28. Old price lists and catalogues.
29. World Almanacs prior to current issue.
30. Obsolete blank forms.

OTHER CLEANUP HINTS

Also look for these items that can be returned for re-use.

1. Books and other reference material BEARING A LIBRARY NUMBER and which are not being used currently.
2. Unneeded reference materials gathered for projects now completed.
3. Excess office supplies.
4. Broken or excess office furniture and office equipment.
5. Several duplicate sets of Regulations in one office.